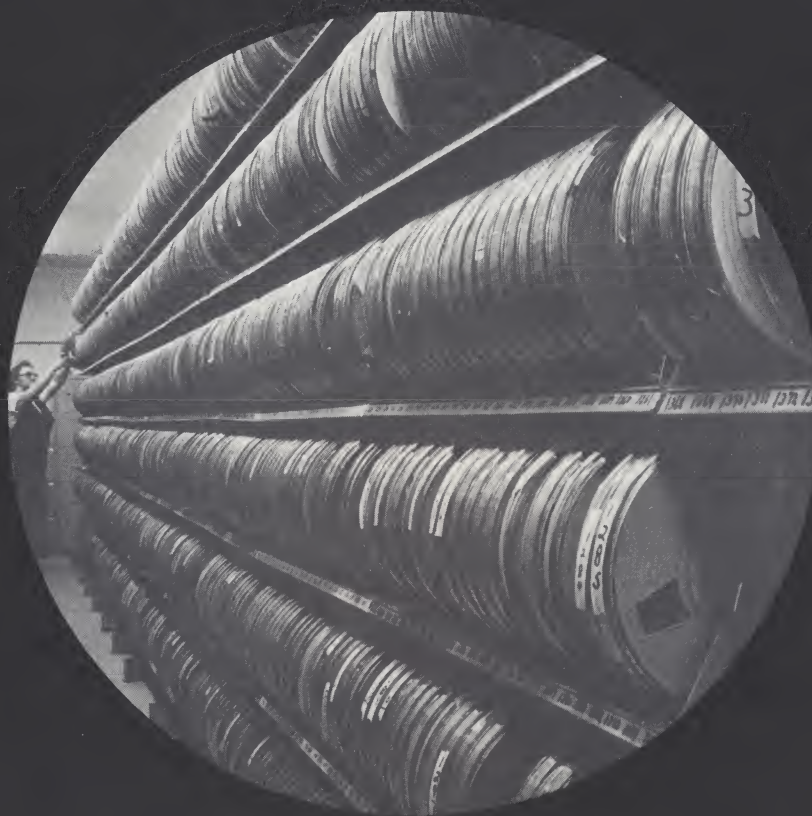




“Records...they log a company’s past...mark its progress...determine its future. The responsibility for safeguarding a company’s vital records...for their protection against any eventuality...falls squarely on its management. To dismiss...even to delay a permanent satisfaction of that obligation would be to invite disaster...to suffer the threat of being thrust abruptly back to the dark ages.”

Forward-looking corporate management is, today, recognizing the import of its obligation as sentinels of company priority files and vital records.

Provision against loss or destruction, and record security have become essential to both the philosophical and the practical aspects of basic corporate planning.

Emergency quartering of key personnel has also become an immediate consideration.

A complacent attitude toward even the most extreme contingencies—fire, flood, hurricane, tornado, nuclear accident or nuclear attack, crippling power failure—is no longer acceptable. And procrastination is no less dangerous.

Today's more realistic estimation of such possibilities—and the acceptance of the obligation to defend against them—has given urgency to the need for a highly sophisticated facility with provisions for immediate access, and with the absolute security necessary to continued growth and, indeed, survival.

Iron Mountain is that facility.



IRON MOUNTAIN

What is Iron Mountain? Topographically, Iron Mountain is just that: a mountain where iron was once mined at the rate of 1,200 tons of ore a day from mine shafts that extended 1,000 feet into its heart. But, strategically, this man-made phenomenon has now been transformed into a mountain of another

kind . . . a mountain of protection to insure your company's continuity in the face of almost any eventuality.

The men who make up the Iron Mountain Security Storage Corporation recognized the need for the safe, centralized storage of essential corporate records — and saw in Iron Mountain an ideal answer to that need.

Iron Mountain is considerably more than just a safe place to store documents. It is an important new idea . . . representing a vital extension of the physical and personnel resources of any company of any size . . . a service that is a modern necessity in corporate operations, planning and security.

**A prime facility for the permanent
and absolute protection
of your company's vital records.**



What Iron Mountain offers you

The facility. Iron Mountain is the world's largest underground, climate-controlled vital record storage center and emergency operating headquarters complex. Located in the Berkshire foothills south of Albany, New York, Iron Mountain is just three hours from Manhattan. The vast subterranean complex is easily accessible by all means of transportation from all Eastern cities, yet it is secluded enough to be immune from any metropolitan disaster.

This unique, underground facility was developed in consultation with the Bureau of Mines and meets the most rigid safety standard of the Office of Civil Defense. It is protected from radiation by a natural shield of iron ore, ranging in depth from 75 to 150 feet, and contains all the equipment and services needed to keep your company's records secure. Reserve power, air and water sufficient for thirty days assure uninterrupted operation regardless of the nature or extent of the situation. Emergency food supplies are also available. Under-

ground cables provide continuous telephone and telegraph communication. Twenty-four hour security is maintained by the Iron Mountain Police and Security Force.

Vital records storage. Since 1951, more than 700 firms (among them, some of America's largest) have found the permanent solution to their vital records storage problem in the temperature and humidity controlled vaults of Iron Mountain.



Iron Mountain's vaults range in size from 300 to 12,000 cubic feet. They are constructed of steel-laced concrete and are free from internal water, gas or electric lines. Every storage vault is equipped with its own 400-pound fire-proof combination-lock door. The main entrance to the storage vaults is guarded by a time-lock bank vault door weighing 28 tons—heavier than the door to the nation's gold reserve at Ft. Knox.

The rates for record storage range from a minimal sum for an individual file drawer to a surprisingly modest fee

for a private, maximum-security vault custom built to your requirements. And there is always room for expansion as your needs increase.

Auxiliary Services: Important to many Iron Mountain clients is the availability of such supporting services:

- Active file maintenance . . . in accordance with pre-arranged cataloging system or your own filing system.
- Telephone query service on recalls to authorized personnel upon proper identification.
- Retrieval of stored items upon receipt of request from authorized personnel.
- Incinerator destruction of obsolete records. Affidavits of destruction furnished upon request.
- Round-the-clock bonded messenger service.
- On-premise microfilm reader printers.
- Microfilm duplicating service.
- Complete secretarial services.

Emergency Operating Headquarters

The primary function of Iron Mountain is to provide permanent protection for your company's essential records. But Iron Mountain has also pioneered the development of another kind of facility for companies with a stake in the future. Complete corporate planning must now consider the provision of alternate headquarters for key personnel in the event that natural or man-made disaster forces the closing of your headquarters or branch offices. The massive power failure of November, 1965 was an example of the kind of calamity "that could never happen." But did. Most of the nation's top 500 corporations have already made such arrangements. Inside Iron Mountain are basic facilities for fully equipped, Emergency Operating Headquarters that are truly impregnable.

Iron Mountain's Emergency Operating Headquarters are unique. They represent the most intensive planning. They range in size from a modest 4500 sq. ft. combination office-living-sleeping suite, maintained by a medium-sized manufacturer, to the spacious 20,000 sq. ft. Emergency Operating Headquarters designed for the key personnel of one of the world's largest oil companies. That center is fully equipped with 50 bedrooms and dormitories, eating and kitchen facilities for 200 people, plus offices, conference rooms, and an infirmary.

To assure uninterrupted communications, most companies have their Iron Mountain Emergency Operating Headquarters linked with critical information sources by radio, telephone, teletypewriter and Telex. Underground wires optimize these communications systems. The key people operating from Iron Mountain need never lose touch with developing events, and will be able to issue the necessary instructions on which the fate of their companies may depend.

One of Iron Mountain's bank clients recently used its Emergency Operating Headquarters in a drill intended to measure the possibility of reconstructing the accounts of a branch office "destroyed" in a hypothetical disaster. Using the duplicate records they had stored at Iron Mountain, they were able to come within \$6,800 of accounting for all the branch's outstanding loans.

The men at Iron Mountain. The shield of absolute security afforded by the nature of Iron Mountain is imposed by a force of trained, experienced and dedicated specialists—experts in every aspect of security enforcement.

Archivists, engineers, guards, and couriers have come together into a closely coordinated team.

Iron Mountain is their assignment.



They are also at your disposal to assist in the planning and systematizing of your records storage.

Staff designers are also available to help you plan your Iron Mountain Emergency Operating Headquarters, and logisticians will help you specify your reserve stocks with respect to capacity and time.

Iron Mountain is a complete service.

Can you afford to be without such a service?

Reflecting on the cover quote, your corporation's essential records *are* the logs of its past, the marks of its progress, and determinations of its future. Without them, that future would be tenuous, at best.

That's why more than 700 firms of all sizes are making use of the vital service offered by Iron Mountain Security Storage Corporation. It is their assurance of the future . . . the knowledge that, once and for all, the records

that constitute the living heart of their companies are safe, protected, impregnable.

Don't you owe it to your company to look into this important service?

Some of the 700 firms now using Iron Mountain's facilities

Associations

Acoustical Society of America
California State Employees Credit Union
Society of Automotive Engineers, Inc.
Music Performance Trust Fund
Operative Plasterer's & Cement Masons
Painting Industry Pension Fund

Banking and Finance

General Motors Acceptance Corp.
Manufacturers Hanover Trust Co.
Merrill Lynch, Pierce, Fenner & Smith
U. S. Trust Company of N. Y.
and 119 banks and savings and loan
associations in 7 states

Communications

C. B. S., Inc.
Fairchild Publications
I. B. M. Corp.
King Features
N. Y. Times
United Press International
Ziv Television Programs, Inc.

Electronics Industry

Burroughs Corporation
General Electric Co.
Graybar Electric, Inc.

Food Industry

General Foods Corp.
National Biscuit Co.
Standard Brands, Inc.

Government

Superior Court, N.J.
City of New York
N. Y. Port Authority

Insurance

Equitable Life Assurance Society
Metropolitan Life Insurance Co.
Mutual Life Insurance Co. of N. Y.
U. S. Life Insurance Co.
Great American Life Insurance Cos.

Petroleum Industry

Shell Oil Corp.
Standard Oil Company, N. J.
Texas Eastern Transmission Corp.
Tidewater Oil Co.

Pharmaceutical Industry

McKesson & Robbins
Smith Kline & French Labs.

Public Utilities

Niagara Mohawk Power Corp.
Southwestern Public Service Co.



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WEDNESDAY, JANUARY 12, 1966

Taking No Chances More Companies Build Alternate Headquarters As H-Bomb 'Insurance'

Shell Oil Moves Underground,
Hughes Disperses; Behind
The Door at Iron Mountain

Maps for the Chosen People

By RUSSELL WATSON

Staff Reporter of THE WALL STREET JOURNAL

HUDSON, N.Y. — Quietly, and sometimes secretly, many of the nation's biggest companies are building alternate headquarters safe from nuclear attack. Buried underground or dispersed away from big target cities, they would be vital in keeping the economy functioning if ever H-bombs fall.

Near here, for example, a mammoth corporate bunker lies hidden in the hollowed-out core of Iron Mountain—protected from blast, heat and radiation by countless tons of rock, soil and iron ore. A 28-ton steel door in the mountainside swings open, and a visitor wanders through offices, kitchens, dormitories, communications facilities. New York, 115 miles to the south, could be incinerated but Iron Mountain offers protection against all but a near-direct hit by a multi-megaton weapon.

It is a second home for several companies, among them Standard Oil Co. (New Jersey), Manufacturers Hanover Trust Co. and Shell Oil Co. Most of Iron Mountain's 700 "customers" only rent storage space for vital records and documents, a common enough practice in the nuclear age. But the three firms named maintain elaborate subterranean headquarters as well, where selected key employees and other corporate bomb survivors would live and work after an attack. Across the country, a growing number of other concerns are adopting the alternate headquarters concept, too.

Banks Button Up

"It's safe to say now that almost all of the 500 top corporations have some sort of alternate headquarters arrangements," says Virgil L. Couch, assistant director for industrial participation in the Office of Civil Defense. The Federal Reserve Board, which urges banks to take protective measures, says 19 of the nation's 35 biggest banks now have alternate headquarters.

Some of these command posts are spartan indeed; a records storage vault, a small office with two or three desks, a few cots, perhaps a camp stove and some canned or dehydrated food. But others are designed as full-fledged nerve centers crammed with facilities and capable of housing scores of employees for extended periods. A look behind the massive steel door in Iron Mountain reveals such detailed planning.

Jersey Standard's facility, for example, can accommodate 200 people in 50 bedrooms and dormitories. It is entered initially by an elevator that descends inside the mountain, but thereafter a visitor must move on foot through a maze of corridors winding through six different levels of the structure. Jersey Standard wants its employees to hoof it; climbing back and forth from level to level may be the only exercise they are able to get for weeks.

Subterranean Music, Too

Once inside, it is hard to tell that the headquarters are underground. Walls are painted in a variety of bright colors, and vivid prints adorn them. Offices look much like those in modern skyscrapers. There is also a lounge area, a medical section complete with examining room and hospital beds, and a "music" room, where easy chairs and a red-and-gold couch invite comfortable listening to piped-in concerts.

Next to the dining room is a shiny, full-sized commercial kitchen stocked with enough food for 30 days. A communications room is equipped with radio, telephone, teletypewriter and Telex communications gear. The headquarters has its own well and can generate its own electric power.

The entrance to Shell Oil's bunker is lined with artificial flowers and colored spotlights. The main office contains about 40 yellow desks with stylish wooden tops, and the entire layout has a cozy "country" air. Shell is now busy installing a world-wide communications system in the bunker and has already put executives through dry runs as practice for running the facility.

Please turn to page 2

Taking No Chances: Firms Dig In, Disperse for Safety in Nuclear Age

Bombed-Out Branch

So has Manufacturers Hanover, which dispatched 10 of its officers to Iron Mountain 16 months ago for an exercise. There they "reconstructed" the accounts of a branch bank which theoretically had been destroyed. Using duplicate records stored in the alternate headquarters, they had complete success in identifying customer accounts and came up only \$6,800 short in tracing the branch's outstanding loans. "For our first attempt at reconstruction, it was a huge success," says John Herrick, assistant secretary.

Manufacturers Hanover has picked no staff to man its bunker. As things stand now, its personnel department would select the staff from those left alive after an attack, giving preference to operating officers and their assistants. The bunker can house only 24 people, so families could not be taken.

Other concerns already have selected key employees. This raises a knotty problem: Who shall the chosen people be? Some companies hope to be able to man their centers at the first sign that war might come. Thus, those forewarned would have a far better chance of staying alive than those deemed unessential and left in the city to brave the bomb. And even if the selection is made after an attack, those picked would be more likely to survive in underground safety than those left outside. The problem is even more acute at those companies which plan to house employees' families, too.

Jersey Standard, which plans to house families, has faced the problem by assigning skeleton crew functions to certain job slots, not to individuals. So it's possible for a man to get a promotion and find he no longer has a desk at Iron Mountain. "I have nothing against vice presidents," says Chester O. French, assistant security administrator, "but we need operating specialists to run the operation. The guy who knows most about a vital function goes to Iron Mountain; if he's a vice president, fine. If he's a clerk, that's fine too." Other companies, including Hughes Aircraft Co., follow this rule.

Clerks, secretaries, and other lower-level people are indeed among Jersey Standard's chosen people—and so are the president, the chairman, and the entire board of directors (all of whom are full-time Jersey Standard employees). Double bedrooms with semi-private baths are assigned to high-level personnel and their families, while those of lower rank would

live in dormitories dubbed the "slave quarters" by the construction crew that built the headquarters. The Iron Mountain command post is the company's second alternate headquarters; the first was set up in what once was a nursing home in Morristown, N.J., in 1952. With the advent of the more destructive H-bombs, Morristown was ruled too close to New York City for comfort.

Status Symbol

Though companies strive to avoid the appearance of special privilege for those selected, it's perhaps inevitable that a skeleton crew assignment has become a status symbol comparable to the executive washroom key—at least at some concerns. "Listen, you're a nobody in this corporation if your name isn't on a desk at alternate headquarters," says an executive of one firm.

In some cases, emergency staffs have more than one location to choose from. Key personnel at the New York office of American Telephone & Telegraph Co., for example, carry wallet-sized maps and alert plans showing escape routes to two underground bunkers north of the city. One is east of the Hudson River, the other west. AT&T keeps their exact location secret, since both contain "sensitive and vital" communications equipment that an enemy would want to knock out. If there were not sufficient advance warning of an attack, AT&T people also could gather in the basement of the company's building at 195 Broadway, in an area fitted out as another provisional headquarters.

For "survivability" purposes, AT&T maintains survival quarters for several of its segments, including corporate headquarters, the long lines department, the operating companies of the Bell System, and AT&T's manufacturing arm (Western Electric Co.). The latter has an alternate headquarters located under its engineering and research center in Hopewell Township, N.J., where 100 survivors could live for two weeks and direct the operations of far-flung manufacturing plants.

Guarding Against Blast

The Western Electric command post has a damage assessment center, full communications facilities, radiological monitoring and decontamination gear, fallout filters, and vents that would close automatically during the powerful pressure wave generated by a nuclear weapon, to give blast protection. There also are water and fuel tanks and emergency diesel power. A 400-foot hill shields the building from all directions except the southeast.

AT&T's long lines department also is dug in. It maintains a string of subterranean buildings spotted along its coast-to-coast blast-proof underground cable route, completed about a year ago. And the Bell System's operating companies have alternate headquarters, too.

Like many other firms, Hughes Aircraft is counting on dispersion to insure corporate survival. Hughes has designated alternate headquarters at plants in Santa Barbara and Fullerton, Calif., and at a plant in Tucson, Ariz. In the event of disaster, the company would turn to Santa Barbara first. If that plant were inoperable, it would try to use the others, in order. The last resort is a command post located in the basement of the city hall at Bakersfield, Calif.

The Transportation Quandry

Socony Mobil Oil Co., also counting on dispersion, has six "emergency management centers" located in existing manufacturing and marketing locations. The company hopes to man all six and operate them on a decentralized basis; each would be staffed by local personnel and executives imported from New York headquarters.

How to get them there? This matter plagues many companies. Certainly all-out nuclear attacks on U.S. cities would make transportation a nightmare, and companies with alternate headquarters concede that many of their key personnel may not be able to find their way out of the confusion if they survived the initial attack. Many firms count on using company planes, helicopters or even commercial air transport, and the locations they select for alternate headquarters are easily accessible by air, road, and even water. At best, however, they can only hope their chosen people show up.

Such difficulties help convince some companies that an alternate headquarters isn't worth the trouble. "I don't see how you're going to get people there before a nuclear attack—there probably won't be much warning—or afterwards. For another, it's a pretty agonizing thing to decide who is going to staff a survival headquarters," says an executive of one big manufacturer with no survival center. Another executive adds: "If the bombs come, there won't be anything left to administer."

Obviously, most of the nation's biggest corporations disagree. Their operations, they say, are too numerous and too scattered to suffer total obliteration. An alternate headquarters, it's reasoned, is necessary to pull the remaining pieces together. Hence U.S. Steel Corp. remains dug in at an abandoned quarry 60 miles north of Pittsburgh, Chase Manhattan Bank puts the finishing touches on a "reconstruction room" 55 miles north of New York City, and other concerns pursue plans of their own.

A Few Cots, Then . . .

"The alternate headquarters idea is growing like Topsy," says A. Douglass Walker, executive vice president of Iron Mountain Security Storage Corp., which owns Iron Mountain and rents space in it to corporate customers. "A corporation starts with a records protection program, somebody brings in a few cots and some food, and the next thing you know, they want a full-scale operating office." L. E. Yont, president of National Storage Co., Boyers, Pa., says: "There isn't much sense in a records protection system unless you also have a place where the remainder of management can pull a company together." National Storage also rents subterranean facilities to business.

Iron Mountain, now about 80% occupied, is considering adding communal living quarters to its underground space. The company already runs a hotel-like operation, employing 22 people in its special services department—a chef, maids, kitchen help and others. Now the company is developing a cave near Kingston, N.Y., presently used for growing mushrooms, as another protected site.

What is done with an alternate headquarters when there is no danger of war? Mr. Walker reports that several tenants have used their Iron Mountain bunkers for business meetings. "You can't help but relax here," he says. "You can't help but feel secure, you can't help but get the perspective you want."

"Even without windows?" asks a skeptic.

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